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12/17/47 K.F.P.

#### PRINCIPLES FOR CONSIDERATION

Except in serious emergency decisions, orders, directives, plans, etc., should pass to lower level following established command channels for implementation and/or execution.

Formulations of plans, policies, directives, orders, etc., when they involve from other than simple or direct interpretation of superior plans, policies, etc. as may be the case in the usual practice of uncomplicated administration should be evolved and formulated by a staff team or committee which embraces the necessary spread of knowledge and experience to evaluate the facts, issues, etc. and to develop solutions to problems.

Commands that may be required to perform an operation or task should participate to the fullest extent practicable in the planning of the operations or tasks they will be called upon to perform.

Plans, directives, orders, etc. generated by a staff team or committee of a commander or official are subject to approval of the commander or official of the next higher command level.

A commander or official concerned may delegate authority to specified deputies or agents to act for him in such approval matters in certain specified instances and in special circumstances such as exigencies of war, emergency, crisis, etc. in which it is impracticable or does not best serve the public good to refer the matter to him for his approval. In the customary and usual exercise of command the commander or official delegating such authority does not divest himself of his responsibilities in these related matters.

JCS review(s)  
completed.

(A)

**SECRET**

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JOINT PSYCHOLOGICAL MEASURES SECTION

ORGANIZATION

1. The Joint Psychological Measures Section (JPMS) is the agency of the Chiefs of Staff charged with performing for them and for their appropriate agencies the planning and coordinating functions for which the Joint Chiefs of Staff are responsible relating to psychological measures and psychological warfare. The JPMS is a section of the Joint Strategic Plans Group of the Joint Staff.

MEMBERSHIP

2. The Joint Psychological Measures Section will consist of one officer from each of the three Services of the National Military Establishment and an appropriate secretariat and such other temporary advisory members, as may be approved by the Director, Joint Staff, in each case.
3. Members will be attached to the Joint Staff for full time duty.
4. Each of the above members from the armed Services shall have an alternate, who need not be attached to the Joint Staff, who shall have plenary powers in the absence of his principal. Additional personnel, when required, may be requested.

FUNCTIONS

5. The Joint Psychological Measures Section shall:
  - (a) Be responsible to the Deputy Director for Strategic Plans for the preparation of Strategic Plans, studies, and estimates pertaining to matters for which the Joint Chiefs of Staff are responsible and which pertain to (psychological measures and psychological warfare) including full exploration of the psychological aspects of modern warfare, taking into consideration all kinds and forms of warfare.
  - (b) Review all plans related to psychological measures and psychological warfare referred to the Joint Chiefs of Staff by other agencies and make recommendations to the Deputy for Strategic Plans concerning the psychological measures and psychological warfare aspects of such plans insofar as they pertain to matters for which the Joint Chiefs of Staff are responsible.
  - (c) Perform such other duties as may be assigned by the Deputy Director for Strategic Plans as relate to psychological measures and psychological warfare including:
    - (1) Formulation of policies for joint training of military forces.
    - (2) Formulation of policies for coordinating the education of members of the military forces.
6. (a) The Joint Psychological Measures Section will establish its own method of procedure under the general procedures established by the Director, Joint Staff.
- (b) Collaborate with the remainder of the Joint Strategic Plans Group as necessary to insure the concurrent development of psychological measures and psychological warfare plans with actual strategic studies and plans.
- (c) Maintain close contact with existing agencies concerned with psychological measures and/or psychological warfare of the Military Establishment, the Central Intelligence Agency and particularly with the SAMACC Sub Committee on Psychological Warfare or its successor, the Psychological Warfare Organization, when established in time of war (or threat of war as determined by the President) and which according to its present approved terms of reference will require representation of the Joint Chiefs of Staff on the Planning and Policy Board.

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7. Appropriate representation of the Joint Chiefs of Staff to agencies of the government performing psychological measures or psychological warfare functions and requiring such representation, may be provided from among the members of the Joint Psychological Measures Section as may be approved by the Director of the Joint Chiefs of Staff in each case.

When designation for such representation may be made it should include, as may be appropriate, general terms of reference as to the extent of plenary powers that attach to such representation in consideration of the proper and expeditious performance of the joint responsibilities of the Joint Chiefs of Staff and the other agency of the government concerned.

Policy approved 29 April 1947 in SWSOC 304/1/2 requires that (a) plans and directives developed by the SANACC Sub Committee on Psychological Warfare, which are to be implemented in actual or projected military areas, theaters, or commands, will, following their approval by the SANACC, be transmitted by rapid communication, to the military commanders concerned by the Joint Chiefs of Staff, only, and that (b) the implementation of such plans and directives will be the responsibility solely of the commanders concerned.

8. The Joint Psychological Measures Section is authorized to request through the Director, Joint Staff, government agencies and activities to provide appropriate information and assistance which may be needed to fulfill properly its responsibilities.
9. If unable to reach agreement promptly, the Joint Psychological Measures Section, upon its own initiative or upon request of the Deputy Director of Strategic Plans, will forward to him for his consideration and appropriate action a report indicating wherein the members disagree.

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Significant considerations related to representation designated by JCS to Planning and Policy Board of the Psychological Warfare Organization.

1. To sit as a member of the Planning and Policy Board of the Psychological Warfare Organization.
2. To maintain contact with all planning agencies of the JCS and to furnish the Planning and Policy Board with as much of JCS plans as may be authorized by the Joint Intelligence Group and as may be necessary to insure correlation between military and psychological measures and/or psychological warfare plans.
3. To transmit requests from the Joint Chiefs of Staff to the Psychological Warfare Organization relative to psychological measures and/or psychological warfare activities for the purpose of furthering military operations.
4. To present to the Joint Chiefs of Staff all psychological measures and/or psychological warfare plans which require their comments or concurrence.

(B)